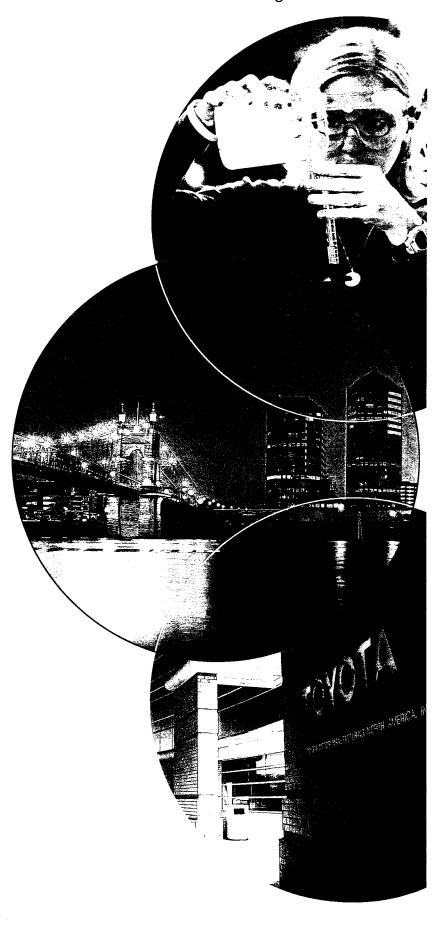
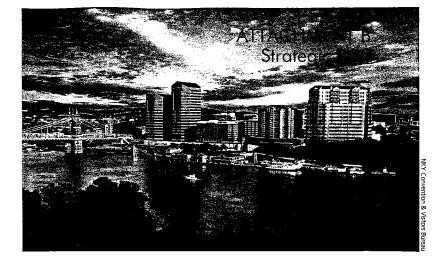
# ATTACHMENT B Strategic Plan





Northern Kentucky's focus on strategic planning came into full view 25 years ago - when Governor John Y. Brown charged a group of business and civic leaders with developing regional advances that would shape economic development for the community.

These leaders responded by delivering one of the boldest agendas in Northern Kentucky's history. Among other achievements, their work was the catalyst for the formation of a single Tri-County Economic Development Agency (Tri-Ed), the consolidation of water and sanitation districts, investment in the urban core, and the mapping of a congressional district completely distinct from Louisville and Lexington.

While this far-reaching agenda had profound impact, the Northern Kentucky Chamber of Commerce and Tri-Ed weren't content to rest on the region's earlier success. In 1995, they launched a second community planning effort - enlisting 14 task forces and more than 1,000 participants and adding human development to their economic development initiatives.

The result was *Quest: A Vision for Northern Kentucky*. Within this document were 44 goals to be accomplished over 25 years, in areas ranging from economy, education and human resources, to governance, culture and regionalism. To help implement these goals, Forward Quest was formed in 1996. Working together, this ambitious group – consisting of a small staff, 60 community partners and hundreds of volunteers – led numerous regional initiatives in its first 10 years, including:

- The Northern Kentucky Fund & Family of Funds
- The Urban Learning Center, an inner-city college program
- Legacy, a young leaders organization
- Community Solutions an integrated multi-service partnership for children and families
- Select Education and Governance Studies

To maintain this momentum into the next decade, Forward Quest recommended the *Quest* vision be re-visited to launch a new community planning initiative. *Vision 2015* began on March 4, 2005. This 10-year strategic blueprint builds upon the original 1995 vision and will be used to define and transform the future of Northern Kentucky.

Vision 2015, a community planning initiative that will define the future of Northern Kentucky by producing a 10-year strategic blueprint that builds upon the Ouest Vision launched in 1995.

# Letter from Leadership

There's no denying Northern Kentucky is a special place. Over the past 25 years, our region has repeatedly proven our ability to dream big dreams, overcome challenges, and unite around a shared vision for our future.

But much has changed since our *Quest* Visioning process began 10 years ago. Today, we're part of a global knowledge-based economy where regions compete based on their access to talent and capacity for innovation. As we strive to shape our future, we encounter these two important questions: Can we compete in this new global economy? And can we recruit, nurture and retain the talent necessary for driving this innovation? This much is true: 10 years from now, as regions work to position themselves in this new world, there will be winners and losers. *Vision 2015* is our strategic blueprint for guaranteeing that Northern Kentucky remains firmly planted in the winners' column.

What will it take to attract a talent pool able to compete on this global level? We know that today's knowledge workers make decisions on where to live based on two considerations: professional opportunity and quality of life reflected by a combination of physical, social and cultural assets. In other words, great jobs are not enough. Regions that win in this new economic environment will offer the whole package.

Over the past year, we've had the honor of leading a region-wide strategic planning process we call *Vision 2015*. Our Leadership Team, representing a partnership of more than 100 leaders from every regional sector, guided our efforts as we identified six key directions designed to propel Northern Kentucky forward ... each of them dependent on the other and vital for helping us achieve our vision of a more competitive, thriving economy.

The following report paints a picture of the future we hope to attain. It's a bright picture where all are invited to participate and none are left behind. A picture where each of our nine counties are aligned around a collaborative, shared vision. A picture where cooperation reigns across the Tri-State and the Ohio River is viewed as a connector, rather than a divider. We hope you'll gain much insight from our *Vision 2015* report, and we thank you for your interest in our common journey.

James C.Votruba President

Northern Kentucky University

Andrew J. (A.J.) Schaeffer

Greenebaum Doll & McDonald PLLC

Imagine if you will....

A booming regional economy based on targeted industry clusters that have generated 50,000 new high wage jobs.

Post-secondary education that is both aligned with the needs of the region and funded to support what the region needs to thrive.

A culture of entrepreneurship and innovation that is nurtured throughout the educational system from pre-school through post-secondary.

A regional talent strategy in which we perform at or above national standards at every level of the education continuum.

An urban core that excites, attracts and benefits the entire region.

A region that moves beyond jurisdictional boundaries to consolidate governmental services and speak with one voice.

A region that finds its competitive edge through healthy lifestyles, parks and green space, enhanced air and water quality, affordable housing, great schools, an international perspective and orientation, and a culture of inclusion in which all are welcomed and strength is found in our differences as well as our similarities.

A region in which regional stewardship is deeply imbedded in our fabric ... where all citizens embrace their responsibility to help ensure not only their own bright future, but also the bright future of all who call Northern Kentucky home.

A region that combines a comprehensive vision of its future with a well-defined economic plan and strategy for achieving it.

The following report reflects what we believe must be accomplished in order for our region to thrive and all of our citizens to benefit. It has been a great honor for the two of us to co-chair this effort. We offer our deepest thanks to Forward Quest, the members of our Leadership Team, our Steering Committee, the members of our five Action Teams, Doug Henton and the Alliance for Regional Stewardship, Roxanne Qualls, and Mike Hammons for their steadfast commitment to this process. A special thanks as well to our funders who made this process possible.

The full report is available on our Web site. www.Vision2015.org

# Vision 2015 Shaping our Future

In the spirit of partnership, it was crucial that *Vision 2015* represent a cross-section of civic, business and government stakeholders. It was also important that our leadership be intergenerational – with active participation from Legacy, a group of young professionals who cut across all employment sectors.

Initially, five action teams were formed to address these critical areas: Competitive Economy, Educational Excellence, Livable Communities, Urban Renaissance and Effective Governance. From the beginning, cross-sector collaboration guided the visioning effort – with the five focus areas interlocked by shared values of responsibility, community and commitment. But as the work progressed, it became clear the vision would only succeed if citizens became stewards of the community. As a result, Regional Stewardship was added to the vision agenda.

With almost 2,000 community members participating, the *Vision 2015* process was broadly inclusive. Each action team convened to identify priority goals within their respective focus areas – seeking advice from neighborhood and community groups, local and state officials, academic experts and leaders from the southern counties and Cincinnati.

Six strategic directions emerged as a result of these efforts ... each of them sharing one common purpose: To ensure Northern Kentucky is capable of competing in a global economy, with our citizens benefiting from the prosperity and opportunity this creates.

# Leading the Way with Six Strategic Directions

- Competitive Economy. The Northern Kentucky region will reinvent its economy and create new jobs that ensure continued growth and prosperity.
- Educational Excellence. Our educational system will promote talent and innovation and prepare children and adults to successfully compete in the global knowledge-based economy.
- Livable Communities. All Northern Kentucky residents will have the opportunity to access and fully participate in the civic, cultural, and social life of the community.
- Urban Renaissance. The urban center of the region will leverage its unique assets to add economic and social value to the community and to make the region more competitive in the global economy.
- Effective Governance. Local government will enhance the economic competitiveness of the region by ensuring that high-quality public services are efficiently provided.
- Regional Stewardship. Our community's leaders and citizens are collaborating and working together to achieve a shared vision of our future.

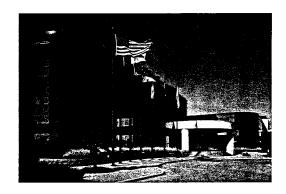
Over the past 25 years, Northern Kentucky has seen progress in each of these areas. However, *Vision 2015* leadership has believed from the very beginning that our future must focus less on comparing ourselves to our past ... and more on comparing ourselves with other competing regions.

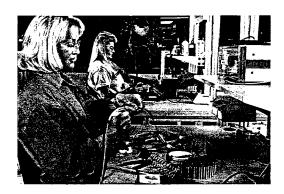






# Raising the Bar for a Competitive Economy





# A Region in Motion

As a whole, Northern Kentucky grew faster than the United States during the 1990s. As the growth in real median household incomes and disposable income outpaced the nation, our prosperity increased right along with it. In the 1990s, our population grew by more than 16%, faster than both the US and the Commonwealth.

Since 2000, our population has continued to grow faster than the metropolitan region – 4.7%, compared to 2.4%. Northern Kentucky is now a place where almost 420,000 people live, work and receive an education. People like it here ... because they can find high-quality housing, good neighborhoods, and plenty of opportunity.

Between 1990 and 2000, 34,000 new jobs were added to our region's economy - and every county except for one saw the proportion of its population with a bachelor's degree or higher increase. Today, we have a wealth of institutions deeply involved in partnerships addressing community challenges and advancing regional progress. Northern Kentucky University now educates more than 14,000 students, and works alongside Gateway Community and Technical College and Thomas More College to ensure students are prepared to succeed.

In addition, Northern Kentucky has become a location of major national and international corporate activity. Fidelity Investments chose Covington as the location of its regional headquarters – bringing in more than 3,500 jobs with the plan to add another 1,500 jobs soon – and Toyota Motor Manufacturing NA chose Northern Kentucky as the site of its North American headquarters. Companies such as Ashland Inc., Omnicare, General Cable, Citi and Regent have chosen to locate their headquarter operations in our region as well, complementing home–grown companies such as The Drees Company, Griffin Industries, Xanodyne, Pomeroy Select IT Solutions and Corporex. Indeed, our economy has certainly held its own recently, but we still cannot forget our success will always be connected to the Greater Cincinnati metropolitan region.

The Northern Kentucky/Greater Cincinnati International Airport has become an engine of growth, evolving from a small regional airport to Delta Air Lines' second largest hub. Consistently ranked as one of the top airports in North America, this expansion has attracted jobs and investment to our region – with an estimated impact of \$4 billion annually. As access to and appeal of the Ohio River have increased, our urban centers are also regaining vibrancy – maintaining the intimacy of 19th century walkable communities while adding new development by internationally acclaimed architects. Additionally, many of our suburban neighborhoods are receiving national recognition for their quality of life and amenities.

### A Look at Who We Are

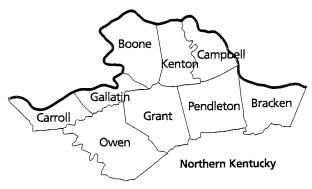
Over the last decade, the nine counties of Northern Kentucky have experienced an extraordinary transformation. Boone County has been the location of most of our population growth – increasing by almost 50% and drawing in more than three quarters of all newcomers to the region since 2000. The six counties to the south have also grown, accounting for 25% of the region's population gains in the 1990s and 21% of the growth since.

When it comes to Baby Boomers in the 45–54 age group, Northern Kentucky is similar to the rest of the nation. This age group has increased the most, by 57.2%. Other age groups have also increased, most of them higher than the US average.

Much of this growth is a result of residents within the metropolitan Cincinnati region relocating to Northern Kentucky. As Cincinnati and Hamilton County populations decline, Northern Kentucky gains – but the metropolitan region, of which we are a part, suffers. In addition, we continue to see many 25 to 34 year olds leaving their home counties for education and job opportunities. This is not an uncommon trend, but it does reflect the need for us to continue pursuing job growth – a proven way to enhance our appeal to young people who offer much talent, ambition and skill.

While our suburban communities receive national attention for their livability, the increase in our developed land has outpaced the increase in population – a trend that puts pressure on the budgets of fast-growing communities. In addition, only a small portion of our population is racially or ethnically diverse, a growing concern considering that the world economy is diverse, multi-lingual and multi-cultural.

As a whole, Northern Kentucky residents experienced a significant rise in median household income and increased prosperity in the 90s. In every county, household income increased a minimum of 40% and in some counties, such as Bracken and Carroll, income increased by more than 75%. However, not all of our region's residents shared in this prosperity. According to the 2000 Census, the rate of poverty among our nine counties ranges from a low of 5.6% in Boone County to a high of 15.5% in Owen County. While the rate was better among the three northern counties, both Campbell and Kenton counties have poverty rates at 9% - with the most significant concentrations of poverty in the cities of Covington, Newport and Dayton.



### Current Population 420,000

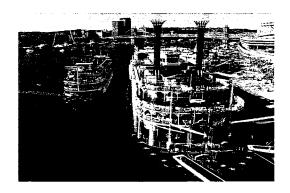
Growth increase since 2000 - 2004 NKY grew 4.7% Metro Cincinnati grew 2.4%

Source: Hamilton County Regional Planning Commission, 2004 Population Estimat









# Our Ever-Changing World

There's no denying the world has changed rapidly since 1990. Telecommunication, technology and transportation innovations have dramatically altered relationships among people, businesses and countries. And thanks to the Internet and computer and software innovations, we can now communicate and collaborate with each other 24/7 anywhere in the world.

Needless to say, these advances have also combined to make it possible for companies to outsource work or go offshore - tapping cheaper labor pools in emerging economies. The barriers to sharing in the prosperity of the world's economy have dropped, allowing billions of people to enter the global marketplace and vie for jobs, income, wealth and talent worldwide. We are now competing on a level playing field with countries like India, China and Russia.

Looking forward to the next 10 years, we see new forces reshaping the world and demanding new responses from us. If Northern Kentucky residents are to enjoy continued prosperity and opportunity, we must secure a competitive advantage in our new knowledge-based economy. We have come so far, so quickly ... and it's imperative that we respond to these global challenges with vision, imagination, stewardship and action.

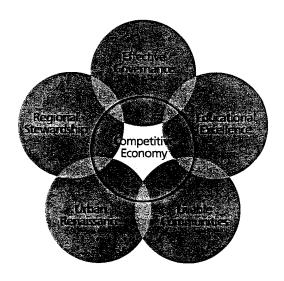
# Rising to the Challenge

Northern Kentucky no longer simply consists of Boone, Kenton and Campbell counties. Just as telecommunications, technology and transportation have created global interdependence, they have also created regional interdependence. We are now a nine-county region ... the future and fate of which are determined by and dependent upon collaboration among residents, leaders and institutions.

Our educational gains since 1990 are impressive, but they are not enough. In an era when regions compete based on talent and innovation, education must be at the core of our economic development strategy. For example, only five Kentucky counties today meet national averages on college attainment – and not one of these counties is in Northern Kentucky. And while our economy has boomed, the six southern counties of our region continue to fall behind in job growth. Our income and job gains are significant, but there are still some fellow citizens who remain in poverty.

In order for our region to thrive, we must compete. And in order to compete and win, we must raise expectations and transform ourselves. The best way to achieve this is by relying on our six interconnected strategic directions – each of them dependent on the other and designed to foster a community in which:

- Every child is prepared to learn and able to meet national educational standards throughout his or her life.
- The number of students graduating with degrees in science, math and engineering is significantly higher.
- The unique and intimate neighborhoods of our urban centers thrive as true destinations – entertainment venues offering convenient access to the riverfront and a network of parks, bike paths and bridges linking them.
- High wage, advanced manufacturing and service industries are clustered in Northern Kentucky - making it unnecessary for our youth to leave to secure high paying jobs in growing businesses.
- Innovation and entrepreneurship are woven into the fabric of our region.
- Local governments collaborate to support economic development and enhance community identity – while ensuring that community services are delivered efficiently and effectively to all of our citizens.
- Our region is characterized by an international perspective, a climate of tolerance, and a culture of openness and inclusion that welcomes and finds strength in differences.



The Power of Six

Our six strategic directions will help us pursue and attain our vision of a more competitive economy. Each of these areas is dependent on the other and crucial for propelling our community forward and transforming our region. Interconnected, none of them can stand alone or in isolation.



Our economy will exceed the national growth rate in new jobs and average household income.

# Goal

Northern Kentucky
will reinvent its economy
to outpace the national
economy and create new
wealth in the region.

# A Call for Action

In our knowledge-based global economy, talent, clusters, inclusion and connectivity provide the foundation for a true competitive advantage.

Companies move where talented, skilled workers are found. So to attract high-tech companies and advanced manufacturing and services firms, it will be crucial to have many of these workers in our region. Because jobs in these sectors typically pay higher wages, but also require advanced education, we must work to improve educational opportunities within these fields. Fortunately, Northern Kentucky offers many appealing assets to help us compete for this highly educated talent – including our low cost of living, easily accessible airport, and wide array of entertainment and recreation venues. One way to leverage our assets and become more competitive is to improve this unique value proposition and market it more broadly and effectively.

In the competition for jobs and business, we should consider focusing on high-growth clusters - similar companies that accelerate innovation and stimulate new business by locating close to each other. However, we should also be careful not to neglect those businesses and industries that continue to employ large segments of Northern Kentucky's population. In the end, to achieve higher wage rates, job growth that exceeds the national average and increased regional investment, it will take a community-wide effort that goes beyond the business sector.

Inclusive, culturally literate communities are most successful at attracting highly skilled and ambitious people. Growing, dynamic regions have become the new "melting pots" of the United States and have done so by adapting to new cultures and languages. Northern Kentucky can gain a competitive advantage by making it easy for those from other cultures and countries to assimilate into our community. As more individuals with English as a second language live and work among us, it is important that our schools, government and other community institutions overcome culture and language barriers. In order to have a world-class community, we must have a worldwide perspective.

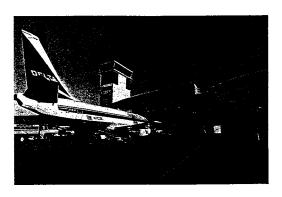
Throughout history, connectivity has determined the regions that thrive and those that wither. The digital highway is central to our international connection, and to our goal of growing advanced service firms and knowledge-based businesses. This requires that we be connected not just globally and nationally but locally – and we can do that by establishing an "e-community" to maximize our use of online communication and allow our businesses to efficiently access the global market. Additionally, extensive transportation connections are the physical equivalent of digital connections. Just as we must be able to move data and images efficiently, we must also be able to move people and goods. The Delta Air Lines hub, Interstates 71 and 75, rail and river transportation are key for our global economic success.



# Strategies

### Six strategies for achieving a competitive economy:

- Work to develop an economic competitiveness strategy that is fully integrated with Greater Cincinnati, leveraging the assets of both sides of the Ohio River.
- Focus our resources on targeted industry sectors with the highest growth potential for high-paying jobs such as advanced manufacturing, financial, healthcare, business services and technology.
- Make entrepreneurship and innovation defining qualities of our region.
- Create and implement a marketing plan centered around our region's distinctive spirit, advantages and unique value proposition promoting this consistently to both internal and external audiences.
- Connect our region by creating an electronic public platform (e-community) for commerce, education and communication that maximizes access and use of online opportunities and information.
- Align our college and university programs and resources to support our overall economic competitiveness strategy.



	Wages 2005	Disposable Income 2000-04
Boone Campbell र्षु Kenton	Average Wage \$39,729	Average Increase 15%
Kenton Bracken Carroll Gallatin Grant Pendleton Owen	Average Wage \$29,091	Average Increase 11%

Source for Income: 2005 Economic report to the President, table B 31

### Employment Increased 1990 - 2000

NKY (all 9 counties)	19.49%
Boone County	53.38%
Kentucky	12.6%
•	Source: Workforce Kentucky, Employment Date



Goal

Northern Kentucky will exceed national education performance standards at every level.

Our children enter kindergarten with the skills necessary to succeed, and our elementary and middle school students are prepared to move to the next level. Our high school students are prepared for post-secondary education and work, and our post-secondary graduates are prepared for graduate education or careers. Overall, the number of college graduates in Northern Kentucky exceeds the national average.

## A Call for Action

Today, more than ever, a concentration of highly educated people is key to achieving a region's economic success. After all, regions prosper by virtue of their intellectual capital – their people – and businesses gather and grow in particular regions to capitalize on local labor pools. Places that cultivate, attract and retain the largest number of educated, skilled people will prosper ... while those that do not will decline.

Research has proven that children who are academically successful in their early years develop more confidence, enjoy more success, and are able to take advantage of more opportunities later. If Northern Kentucky is to be a place of continued opportunity and prosperity, achieving educational excellence must begin with early childhood and continue through to post-secondary school and adult education.

Our children must enter kindergarten with the necessary skills to succeed, and that positive start must continue throughout their entire education. At every critical point, each child must be prepared to move to the next level by demonstrating a mastery of reading and mathematics. Perhaps most importantly, a child's education cannot end prematurely due to dropping out or tuning out of our educational system. We must also make sure that young students who are prepared to go beyond their curriculum can do so through both summer and academic year enrichment programs offered by our colleges and universities.

In addition, it's imperative we attract the most highly qualified teachers through competitive salaries and proactive recruiting efforts that encourage outstanding young people to choose teaching as a profession in the first place.

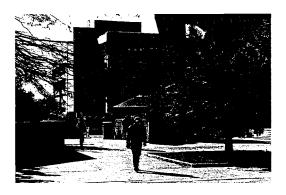
Achieving educational excellence in Northern Kentucky will require both extra resources and attention. But in the global marketplace, no region can afford to leave members of its community behind ... whether they reside in the neighborhoods of our urban center or in our rural areas.

# Strategies

### Seven strategies for achieving educational excellence:

- Provide high quality, affordable early childhood programs for all children.
- Challenge students with a rigorous curriculum necessary for furthering their education and career goals, and for strengthening our region's workforce.
- Develop a nationally recognized "culture of contribution" accomplished through service learning and full community engagement in schools.
- Exceed national standards for educator excellence in school systems that pay competitive salaries, reward performance and require accountability.
- Make post-secondary education and adult training accessible and affordable to all.
- As a region, lead in connecting our children's in-school and out-of-school development.
- Ensure all Northern Kentucky educational institutions have the financial resources and program alignment to reach these goals.





### **Education Completed**

		High School Degree	Bachelor Degree	Master & Higher
Northern Kentucky	Boone Campbell Kenton	88.58%	22.23%	7.48%
	Bracken Carroll Gallatin Grant Pendleton Owen	79.53 - 83.86%	6.89 to 9.67%	2.38 to 4.05%
	U.S.	87.95%	24.4%	8.85%
			Source: U.S. Cana	ic Burgau 2000 consus

## Average Teachers Salary 2003-04

_		
Kentucky	Ranks 34th	\$39,831
Indiana	Ranks 16th	\$45,791
Ohio	Ranks 14th	\$47,719
U.S.		\$46,597
	Source: Ame	rican Federation of Teachers 2004 Salary Survey



By expanding our parks, improving our lifestyles, protecting our environment, increasing diversity, and promoting arts and culture, *Vision 2015* builds upon our region's economic success, affordable cost of living, friendly neighborhoods, and vibrant recreational opportunities.

# Goal

Northern Kentucky is recognized internationally, nationally and regionally for its livability for all residents.

## A Call for Action

With the advent of the digital age, some believed that computers and the Internet would eliminate the need for people to meet and work together. However, this quickly proved to be untrue. After all, advanced service businesses and high-tech companies cluster based on the availability of the human talent they require – and technology doesn't eliminate the desire of this human talent to gather in the most appealing communities.

It used to be that regions grew because of natural resources or trade routes. But today, regions also grow because of the availability of highly educated and productive people. These individuals are in demand and can choose where they work, for whom they work, and many times, when they work. To attract and retain people of talent and skill, Northern Kentucky must evolve and be recognized as a creative community with a full range of amenities.

A vibrant community of art and culture is a key competitive advantage. When talented people can increasingly choose where they live, the unique value attributes of a region will naturally drive their decision. A strong sense of place rooted in landscape and architecture, access to high quality outdoor recreational activities, and the presence of a diverse social scene are powerful attractors to the creative class ... not to mention significant factors for retaining home-grown talent.

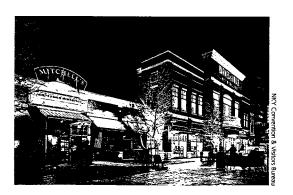
Northern Kentucky has the distinct advantage of being located close to the long-standing and nationally recognized arts, cultural and sports organizations found in Cincinnati. In addition, we've recently built entertainment venues in Northern Kentucky – complimenting more traditional cultural activities while providing new amenities that appeal to the younger population.

Just as our built environment is a key ingredient for competitive advantage, our natural environment is as well. Today, Northern Kentucky offers more than 7,000 acres of parks and green spaces. And the creative proposal to turn our six southern counties into an outdoor recreational center for our metropolitan region reinforces Northern Kentucky's competitive advantage. This will allow us to capitalize on our stunning landscape and environment, preserve unique natural resources, and foster further economic development.

# Strategies

### Seven strategies for achieving a livable community:

- Establish an integrated system of regional parks, green space and tourist destinations - promoting new venue development throughout our riverfront, and the urban and rural parts of our nine-county region.
- Promote the development of an international community that attracts, retains and celebrates people from diverse backgrounds, races, cultures, genders, ages, incomes and family structures.
- Promote the development of a vibrant arts, cultural and entertainment community - including a Northern Kentucky regional school of creative, visual and performing arts.
- Conduct ongoing health and social assessments and implement a comprehensive regional approach to meet and fund those needs.
- Replace Brent Spence Bridge with an internationally acclaimed design.
- Enhance our quality of life by addressing our infrastructure and environmental needs for water, sewer, air quality and transportation with a balanced approach to our region's growth.
- Expand our non-rail transit system and its use throughout our region to meet the needs of all residents - especially our workers, the elderly and the disabled.



### Homeownership

Boone Campbell Kenton

Homeownership equal or exceeds the nation's rate of 66%

**NKY** 

Renter housing costs are lower than the national average Source: 2000 U.S. Census, American Fact Finde

\$36,663

NKY Median Household Income Increased 40% from 1990 - 2000

Boone (the highest) \$57,609 Kentucky U.S.

\$43,318 40% Increased Source: 2000 U.S. Census Boone, Kentucky & U.S. Source: U.S. Census, 2003 estimate



Leveraging our assets to increase economic and social value within our regional and global marketplace, our urban core is enhanced through collaborative relationships with our suburbs. As the heart of Northern Kentucky, our urban core is a place where civic pride is celebrated and economic diversity is embraced – the "location of choice" for businesses, residents and entertainment venues.

# Goal

Northern Kentucky will restore our urban core to a position of prominence.

## A Call for Action

Revitalization of Northern Kentucky's urban center is important for maintaining the competitive advantage of our region. As we strive to capitalize on our history, architecture and neighborhood experience, our urban communities are among our most significant assets.

Close proximity to Cincinnati's arts, entertainment and cultural institutions provides a distinct advantage as a residential community, and access to the river only enhances this. The social and aesthetic expectations of our 25 to 34 year-old knowledge workers, combined with the lifestyle changes of our baby boomers, have created a new demand for safe, walkable communities close to art and cultural institutions, restaurants and other urban amenities.

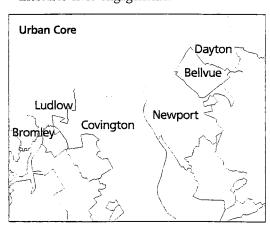
However, this increasing demand for urban lifestyles must also be balanced with recognition and respect for existing residents. This requires balanced development allowing current residents to participate in and benefit from the redevelopment of their neighborhoods. For example, our urban centers can stimulate a renaissance by building more mixed-rate housing that complements the existing character of our neighborhoods – including rental and owner-occupied, new and renovated, single-family and multi-family. A number of residential development projects are beginning to address this goal of increased market-rate and affordable housing.

Lastly, this increased choice in housing must be complemented by enhancing the walkability and connectivity among our river communities, implementing zoning and building codes that respect our historic fabric while facilitating development, and offering diverse options that appeal to different income and lifestyle markets. At the same time, eliminating vacant buildings, improving lax building code compliance, and investing in infrastructure improvements are needed to support these investment activities.

# Strategies

### Seven strategies for achieving urban renaissance:

- Increase the availability of new and rehab market rate housing by 3,000 units in 10 years.
- Create a catalytic development corporation to stimulate redevelopment of the urban areas.
- Increase home ownership rate and quality affordable housing options.
- Expand arts, retail, dining and entertainment opportunities for people of diverse races, cultures, ages, abilities, incomes and family structures.
- Provide greater access to and use of the Ohio and Licking rivers accomplished through a network of parks and green space with walkways and bikeways that connect the river cities.
- Reduce crime and improve safety through collaboration among law enforcement agencies in the tri-state area.
- Ensure each neighborhood has a strong, active association that increases civic engagement.







### Homeownership Rates in the Urban Core

Newport 44.2% Covington 50%

Source: 2000 U.S. Census Bureau, American Fact Finde

### **Poverty Rates**

Boone, Campbell & Kenton 7% Average
Newport 22.3%
Covington 18.4%
Dayton 16.3%
Source: 2000 U.S. Cersus Bureau, American Fact File
Source: 2000 U.S. Cersus Bureau, U.S. Cersus Bureau, American Fact File
Source: 2000 U.S. Cersus Bureau, U.S. Cersus Bu



Local governments in Northern Kentucky work together to improve the effectiveness of government services, maximize efficiency in utilizing resources, and improve the quality of life and economic well-being of our region.

# Goal

Northern Kentucky
becomes a model for
"networked governance"
by retaining and enhancing
the benefits of small
government - including
a sense of community,
responsiveness and local
voice - while identifying
ways to deliver services
more efficiently and
effectively.

### A Call for Action

Northern Kentucky is challenged to maximize the use of our public dollars for public services, while at the same time preserving and enhancing the unique identity and intimacy of our communities. More than ever, we must streamline the efficiency of our government services. Along with that, we must create mechanisms that allow us to evaluate costs and preferred service delivery methods. A few possible ways to conserve public resources while improving services include joint planning for shared improvements and cohesive regional development, establishing a "one-stop shop" for business licensing and taxation, and reducing public sector administrative costs.

We are also challenged to change our current system of constitutionally prescribed taxes – providing one that gives local government flexibility to respond to new service demands and eliminate competition among different jurisdictions. For example, we could collect and distribute occupational taxes based on a revenue-sharing formula that provides uniform rates across the region. Doing so would ensure a level playing field among local governments, prevent communities from competing with one another, and make it easier for businesses to comply.

In addition, only by speaking with a strong unified voice in Frankfort and Washington will our region overcome some of our most significant barriers to competitiveness. But a strong unified voice requires strong citizen involvement and support.

These steps are crucial for ensuring Northern Kentucky's ability to compete in a global arena. Economic competitiveness, educational excellence and livable communities know no jurisdictional boundaries. At a minimum, how we spend our public dollars must promote quality development. If we are to continue to enjoy a strong economy that creates opportunity and sustains a high quality of life for all of our residents, global forces demand that we must effectively govern our region.

# Strategies

### Six strategies for achieving effective governance:

- Establish the Northern Kentucky Effective Governance Commission maximizing the effective delivery of government services through research and analysis.
- Develop a fair, equitable and flexible revenue system for local governments – removing competition for limited resources.
- Establish planning in all Northern Kentucky counties, united by a regional council of planning and zoning professionals.
- Transform the application, licensure and tax collection system to foster Northern Kentucky business retention, attraction and development.
- Eliminate outdated constitutional offices and convert certain partisan elections to non-partisan.
- Enhance communication between local governments and citizens, and establish one unified voice in Frankfort and Washington.





### Property & Income Tax as % of Total

Property Tax Income Tax as % of Total as % of Total

NKY (all 9 counties) 42.84% 45.06% Kentucky 48.25% 36.13%

Source: U.S. Dept of Commerce, Bureau of the Census, 2004. Federal state and local governments: State and local Government Finances, 2002 Census of Covernments

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our community on behalf of not just themselves but the entire region. As we move to implement *Vision 2015*, we must cultivate the next generation of regional stewards who are civic entrepreneurs, integrators, boundary spanners and coalition builders ... leaders at every level and across every sector who care deeply about overall regional progress and are committed to turning *Vision 2015* into reality.

# Goal

Northern Kentucky will cultivate regional stewardship as a defining quality of our region.

### A Call for Action

Today, individual regions have emerged as the drivers of local, national and global economies. In a quest to remain competitive, regions that thrive will be united and capable of adapting to changing economic and social forces. *Vision 2015* emphasizes the need for a new breed of leader – or what we call "regional steward."

Regional stewards are leaders who are committed to the long-term well-being of places ... integrators who cross boundaries of jurisdiction, sector and discipline to address complex regional issues. They see the connection between economic, environmental and social concerns and they know how to "connect the dots" to create opportunities for their regions. Regional stewards are leaders who combine 360 degree vision with the ability to mobilize diverse coalitions for action.

The Alliance for Regional Stewardship - Regional Stewardship: A Commitment to Place. Monograph Series One, October 2000.

The Vision 2015 process brought together citizens, elected officials, business people and civic leaders to ask difficult and important questions – exploring what it will take to ensure that Northern Kentucky is able to compete in a knowledge-based global economy and advance the standard of living for all. In the end, our success will depend on our ability to cultivate and mentor regional stewards who will shoulder the responsibility of advancing regional economic and social progress. Now, more than ever, we need to foster the next generation of leaders who are visionaries, risk takers and innovators – those who can mobilize collective action on behalf of regional progress. If we are successful, we can be assured of a bright future for our region.



# Strategies

### Four strategies for cultivating regional stewardship:

- Increase the number of women, minorities and young people in key leadership positions.
- Expand leadership development opportunities throughout the region.
- Build and sustain a culture of civic volunteerism and philanthropy.
- Create a regional stewardship council to lead the implementation of Vision 2015.





# ATTACHMENT B Strategic Plan

The process of developing *Vision 2015* engaged people from throughout our region, at every level and across every sector. Meetings were conducted after work and on weekends, in large group settings and small, in schools, church basements and neighborhood centers with bus service provided. In addition, surveys were published in the newspaper and online and circulated at various local work sites to accommodate all who wanted to add to the visioning process.

Approximately 2,000 people participated. And our action teams considered every idea and concern presented – adopting many of them and only passing on those that, after careful deliberation, could not be supported by hard evidence.

The result is a vision that reflects the true values and aspirations of our entire region ... one that carries the weight and credibility that only broad public ownership can provide. Now we turn to implementation of *Vision 2015*, which involves an array of ambitious goals, along with strategies and measures of progress.

Drawing on the experience of several other regions throughout the nation, we recommend the formation of a Regional Stewardship Council comprised of 20 to 30 people who will be charged with overall implementation. Council members should have a deep commitment to the work, an understanding of what it will take to accomplish our goals, the capacity to think in systems terms, an openness to new ways of thinking, and the ability to mobilize support. The Council, supported by a small professional staff, will be responsible for:

- Serving as the voice of *Vision 2015* answering to the various constituents and stakeholders who hold the key to successful implementation.
- Developing an economic plan and overall strategy for advancing the *Vision 2015* goals.
- Overseeing a united effort to raise funds in support of Vision 2015 goals.
- Promoting understanding with organizations agreeing to implement *Vision 2015* goals and strategies and working with those organizations to measure progress and assist in implementation.
- Monitoring goals and taking action when progress is below expectations, as well as publishing annual indicator reports that measure how well the region is moving toward major goal objectives.

The implementation of *Vision 2015* will transform our region – the benefits of which will be widely felt. A special call will be made to emerging young leaders to step forward and assume the tasks of leading this effort, just as they have done in the initial visioning process, and they will be joined and supported by those who are currently in major leadership roles.

Vision 2015 benefited from an inter-generational approach to leadership that was powerful beyond all expectations, and this approach will also drive our implementation process. Now let's embark on the journey of transforming our regional vision into reality. The stakes are high and we have no time to lose!





### **Funders**

Alliance for Regional Stewardship, Citigroup, Delta Air Lines, The Drawbridge Inn & Convention Center, Ralph and Irmaleen Drees Northern Kentucky Fund, Fidelity Investments, Leo & Susan Flischel, Gannet Foundation/The Cincinnati Enquirer & The Kentucky Enquirer, Great American Financial Resources, Inc., Greater Cincinnati Foundation & The Northern Kentucky Fund of the Greater Cincinnati Foundation, Ralph & Carol Ann Haile Fund, Northern Kentucky Chamber of Commerce, Northern Kentucky Convention Center, Northern Kentucky University, Sandy Cohen Printers, Sanitation District No. 1, Scripps Howard Foundation/The Cincinnati Post & The Kentucky Post, Murray & Agnes Seasongood Good Government Foundation, Thomas More College, Toyota Motor Manufacturing North America, Inc., Tri-County Economic Development Foundation (Tri-EF), John & Francie Williams

### **Leadership Team Members**

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### Vision 2015 Action Teams

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